

**RECORD OF DISCUSSION**  
**TELECONFERENCE – IM Guidance for Chinook**

**s.21(1)(a)**

**s.21(1)(b)**

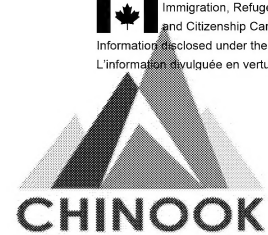
<b>DATE: June 22, 2020</b>		
#	ITEM	RECORD OF DISCUSSION
<b>1</b>	<b>Introduction</b> Malcolm Campbell	<ul style="list-style-type: none"> <li>• Provided background and context for the creation/development of Chinook and briefly described how Chinook works by provided a rundown of the different modules and their functions.</li> <li>• Described current state and that ATIP wanted a Privacy Impact Assessment, so did a Privacy Risk Assessment instead. Consultant completed this doc after consulting users. Identified 11 privacy risks/concerns to mitigate with ATIP.</li> </ul>
<b>2</b>	<b>Questions</b> Derek Dawson (Junior Analyst) Nicholas Diespecker (Information Management Coordinator) Richard Gallo (A/Director)	<ul style="list-style-type: none"> <li>• Derek asked whether information from _____                             <ul style="list-style-type: none"> <li>○ Derek informed the participants that _____</li> </ul> </li> <li>• Nicholas asked whether the information is used for both TR _____                             <ul style="list-style-type: none"> <li>○ Malcolm responded that _____</li> </ul> <p style="margin-left: 40px;">Malcolm informed the participants that _____</p> </li> <li>• Derek was of the opinion that the information from Chinook could be considered transitory if all of the information is either client-provided or put back into GCMS. If Chinook triggers a change in officer processing, the final output should be indicated somewhere in GCMS otherwise may not be transitory.                             <ul style="list-style-type: none"> <li>○ Richard agreed that it could be considered transitory if all output is included in GCMS and let GCMS manage the official record. Chinook could be viewed as a transactional document with a retention period to be determined (30, 90 days, etc.)</li> </ul> </li> </ul>
<b>3</b>	<b>Automation &amp; Journey Lab</b> Malcolm Campbell	<ul style="list-style-type: none"> <li>• Derek had questions about the Journey Lab and the incorporation of a _____</li> <li>• Malcolm provided a breakdown of processing: _____</li> </ul> <p style="margin-left: 40px;">○ Richard believes that there shouldn't be an issue with this as it more of an automation tool and the core</p>

		s.21(1)(a) s.21(1)(b)	documentation is in GCMS and with the final output in GCMS, that should mitigate the issue.
4	<b>Module 3</b> Malcolm Campbell	<ul style="list-style-type: none"> <li>Malcolm described Module 3, by stating that it is information that is pulled from GCMS that is client-provided and displays it</li> <li>Malcolm differentiated this from AA, where there is information pulled from different sources and manipulated.               <ul style="list-style-type: none"> <li>Richard stated he believes this to be transitory information and the respective rules should be followed to purge it.</li> </ul> </li> </ul>	
5	<b>Privacy Risk Assessment</b> Malcolm Campbell	<ul style="list-style-type: none"> <li>Malcolm went over concerns highlighted by the Privacy Risk Assessment (PRA).               <ul style="list-style-type: none"> <li>Concern regarding collating data behind the scenes. Malcolm informed participants that historical information (approval rates, refugee claim rates) were removed to mitigate concerns</li> <li>Malcolm elaborated on the concern regarding                   <ul style="list-style-type: none"> <li>Derek asked if this can be recreated? Malcolm responded yes, but we don't want to recreate it. Working with LMD currently on this right now. Asked the Journey Lab r</li> <li>Derek was of the opinion that this may not be transitory, and need to be retained. However, Richard was of the opinion that creating a note should be sufficient.</li> </ul> </li> <li>Malcolm informed the group that                   <ul style="list-style-type: none"> <li>Derek accepted this as a mitigating measure as long as it is reflected in a manner in GCMS.</li> </ul> </li> </ul> </li> </ul>	
6	<b>Decision</b>	<ul style="list-style-type: none"> <li>There was consensus from participants that Chinook is transitory. Richard agreed to sign off and provide this in an email based on an agreement to be written by Derek.</li> </ul>	
7	<b>Purging Data</b>	<ul style="list-style-type: none"> <li>Derek and Richard discussed the need for purging transitory records per their disposition period.               <ul style="list-style-type: none"> <li>Richard asked if we can create an automated deletion in the background?</li> <li>Malcolm informed participants that EDW information is deleted after 7 day. He also clarified that as users</li> </ul> </li> </ul>	

s.16(1)(b)

s.16(2)(c)

		<p>s.21(1)(a)</p> <p>s.21(1)(b)</p> <p>abroad are on the GAC network, training and reminders are relied upon.</p> <ul style="list-style-type: none"> <li>○ Derek recommended to delete it immediately after the user is done. It is full transitory and can be deleted once processing is done and the usage of Chinook is done.             <ul style="list-style-type: none"> <li>▪ Richard believed that IM shouldn't micromanage the management of transitory records and that the onus is on the user. He suggested maybe have QA by team lead that this is being done.</li> </ul> </li> </ul>
8	Module 6	<ul style="list-style-type: none"> <li>• Richard recommend to export these I</li> <li>○ Derek can help with identifying the retention period and where to save in GCDOCS</li> </ul>
9	Action Items	<ul style="list-style-type: none"> <li>• Derek to draft an agreement/bullets on what was agreed upon on the call today and Richard will sign this as he has the proper authority</li> <li>• Malcolm to follow-up with Derek regarding the retention of I by sending an email to the retention inbox to provide more information and advice will be provided after.</li> </ul>



## Quantitative Performance

Efficiency Gains

File Management

Processing

Risk / RAO

Network integration

### Efficiency Gains

IRCC Paris has implemented Chinook tools. IRCC Paris officers use Chinook Module 3. When implemented in April 2018, results showed 30% increase in decision making efficiency for non-grouped, visitor e-applications. The TRU also uses Chinook Module 1 and Module 2.

All offices in the South East Asia network raised concerns with the GCMS malfunctions. A QA on officer productivity last week indicated strong processing officers were down to 60/day compared to their usual 75+/day. These outages and malfunctions are sadly outpacing the productivity gains from Chinook and causing frustration among staff.

IRCC Ankara Stats on PS752: 95+ Files Expedited, 24-Hour Max Processing Time: Over 110 people with friends or family who perished in the PS752 disaster have had direct assistance with their files from IRCC Ankara. TRU Manager personally fielded phone calls from clients, and staff worked or were on-call for four weekends during this period to keep inventories down as well as meet with clients to deliver visas in person. Chinook was used to find clients before they contacted the mission, reach out, and expedite proactively: more on this in the innovation section.

IRCC Ankara Finds Files of Persons Affected by Flight PS752 in Chinook: IRCC Ankara is searching in Chinook Module 1 daily for applications with incomplete fees. Given that the Ankara/Istanbul VACs has been briefed on fee exemptions, files of Iranian applicants affected by flight PS752 appear in the incomplete fees task. This allows Ankara to find and contact clients proactively as soon as the file is promoted by OSC.

In a highly successful model of Activity Based Processing using Chinook, CN took on eligibility decisions and other activities for 90% of Iranian eApp Study Permits on 1 June 2019. This adds to the 100% eligibility and final decisions on Iranian TRV eApps which CN took on in April 2019, and pre-assessment for all Ankara TRV and SP eApps which has been performed by OSC since summer 2018

IRCC London is using Chinook in order to gain efficiencies when processing TR applications and innovatively as an up-front risk assessment tool. Module 3 (Decision-makers) full implementation in 2018 was one of the reasons TRU was able to significantly increase (more than double) TR output that year, while also improving the consistency of decision-making given the large amount of file information and historical data that is now in front of the deciding officer. This trend continued in 2019, with officers processing e-Apps exclusively using Chinook, likely contributing to another 40% increase in TR output in 2019 compared to 2018

IRCC Nairobi found that average productivity for officers processing TR has been increased by approximately 18% through the use of Chinook.

IRCC Rabat has continued to make improvements to processing through the use of Chinook. All staff are being familiarized with Module 1, and taking steps towards adapting Module 2 for regular use in pre-selection of Students in 2020.

IRCC Bucharest is currently exploring ways to use Chinook to pre-screen in order to further gain efficiency and thereby be able to deal with all IRCC Bucharest and IRCC Paris.

IRCC Beirut's use of Chinook Module 3 is now systematically being used for processing of VAC files which, beyond efficiency gains, also allows for regular processing during outages. TR processing is also fully compliant with Module 1 rules.

IRCC Riyadh identified the enhancements to Chinook (Module 3) in 2019, made processing of complete e-applications faster. This has allowed for greater flexibility for resources to be used in other areas such as integrity reporting and verification of documents and information. Chinook Module 3 became the norm in April 2019. This has had a significant impact on productivity for both e-apps and paper applications when used by experienced officers.

IRCC Lima's decision makers use Chinook as a processing aid to optimize e-apps. With the updated Chinook 2 module that pre-assessors are now using, officers are now able to

IRCC Sao Paulo's officers have noted that Chinook enables more efficient and faster decision-making.

IRCC Rome continues to support the development of new modules and tools in CHINOOK and currently use all available working modules available in CHINOOK to improve processing efficiency.

## File Management

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IRCC Bangkok has found that processing support tools such as Chinook and SEAWEEED have contributed to better file management and processing thus allowing Bangkok to continue to meet departmental service standards without need of temporary duty officers or increased staffing. Additionally, IRCC Bangkok benefited from SEA Chinook refinements to streamline processing of applications.

IRCC London adopted Module 1 to manage its large TR e-App caseload. Module 1 has made assigning files, and following-up, easier and more efficient; and by eliminating the need for frequent large queries, has allowed PAs more time to focus on value-added support tasks.

IRCC Mexico's ASU started using Chinook Module 1 to manage e-App file movement through the pre-assessment process. This has shortened timelines for eApp pre-assessment and enables the ASU to more efficiently manage non-compliant eApps (fees and biometrics). As pre-assessment and processing are now standardized via Chinook across the area, the ASU is developing a portfolio of offices able to support other offices as needed; this capacity will complement the centralized capacity in the ASU.

IRCC Ankara monitors its application volume on a daily basis with the help of Module 1 in Chinook. More specifically, the number of applications from Iran is kept under systematic review in light of the work sharing agreement with CPC-O. However, unlike the China and India work sharing arrangements that preceded it, the Iran arrangement is entirely activity based, using Chinook module one as the basis for

determining which cases or activities should be done where, which allows it to be both more efficient but also principled in terms of where value can most effectively and efficiently be added

IRCC Paris a aussi expérimenté avec les filtrages possibles dans Module 3 pour distribuer des dossiers selon des profils qui a eu l'effet d'augmenter l'efficacité des agents. Le Module 1 est aussi utilisé, ainsi que le module 2 pour le polissage des supervisa (introduit fin 2019). Les plans d'élargir l'utilisation de module 2 sont en place pour janvier 2020.

## Processing

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IRCC Rabat was able to mitigate some processing delays through the implementation of Chinook.

IRCC Jakarta is using Chinook and the SEAWEED workload distribution system to help ensure that paper/e-app processing times remain consistent. With the adoption of Chinook for e-app decision making, IRCC Jakarta has allowed it to increase its e-app processing speeds.

IRCC Singapore utilizes Chinook Module 3 to streamline TRU processing in most TR categories with the most benefit being seen on TRV eApps; especially its lower risk TRV eApps. Chinook Module 2 is also used for pre-assessment.

IRCC Islamabad has found that Chinooks ensures consistent decision making. Through the expansion of the use of Chinook and Answers to help identify lower risk cases, monitor officer decisions and provide officer feedback in order to bring refusal rates into line with decision making averages

IRCC New York found that Chinook Module 1 presents an opportunity to limit manual interventions and automatically create pushback/pullback lists and case load assignments. New York will work with INHQ / RIC and CN to explore how best to benefit from this in the US Network / CN integrated processing model context where TR volumes in New York are smaller than large processing offices

IRCC Ho Chi Minh identified that the information in pre-assessments is more standardized and consistent, making it easier for officers to review. Officers are able to make decisions much more quickly than before with more client and application information presented in a condensed format within Chinook, reducing navigation in GCMS

IRCC Bangkok's TR intake continues to grow, currently 6% above 2018 levels. Growth was slow to start in 2019 until the Bangkok VAC put measures in place to accommodate increased application demand and increased biometric collection capacity. The use of Chinook and support from regional work-sharing has ensured that service standards have been maintained for IRCC Bangkok's region

## Risk / RAO

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## Network Integration

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IRCC Bucharest uses Chinook to assist IRCC Paris as part of a work-sharing arrangement.

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The INZ emphasis on monitoring decision-making is one that has direct applicability to IRCC's expanding work-sharing world. With large numbers of officers across the network processing files they are unfamiliar with and, often, geographically distant from,

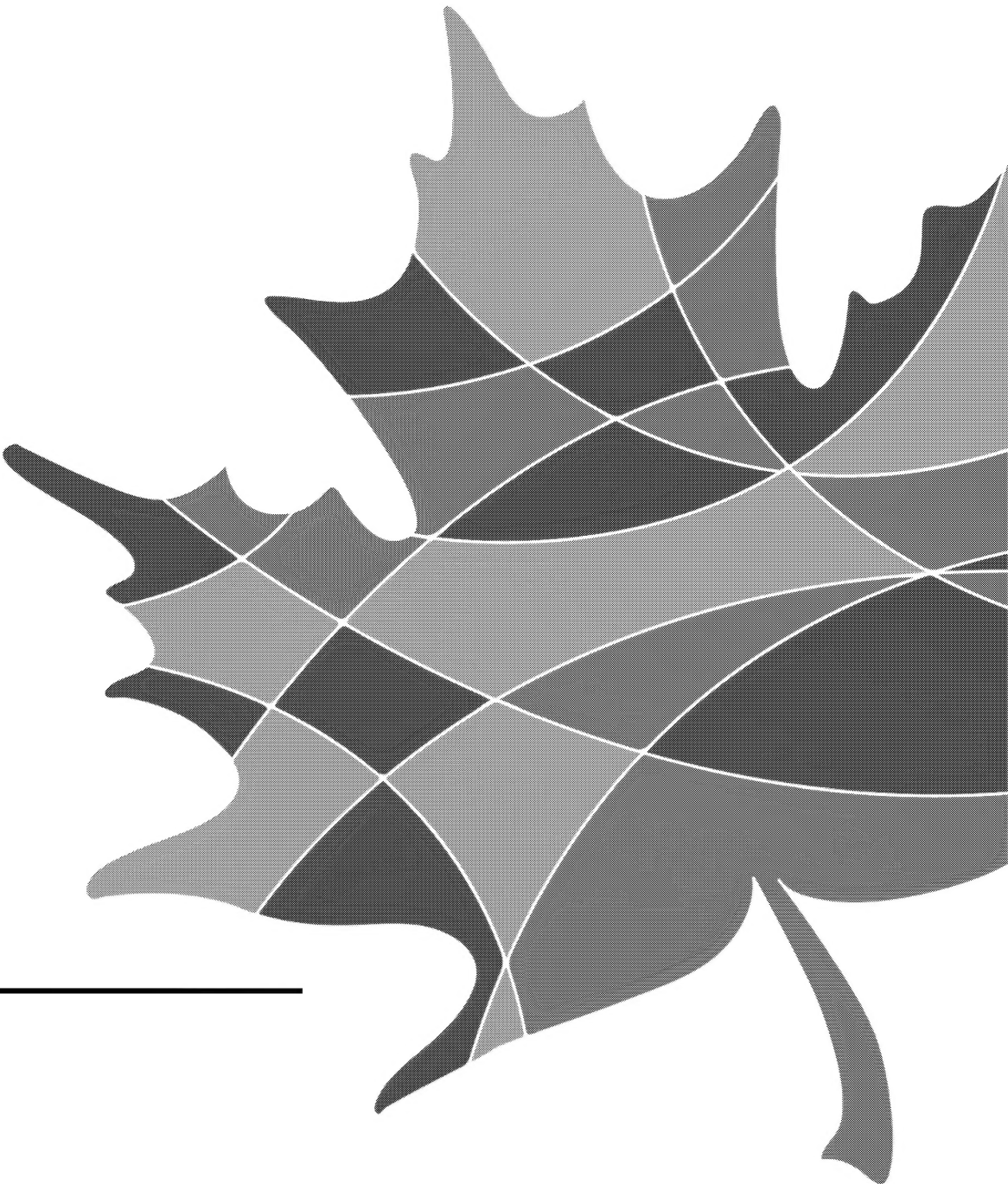
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# Governance Structure

## Chinook Module 5: Risk Indicators

s.21(1)(a)

s.21(1)(b)



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## Document Change Control

Version	Changed by	Date of Change	Description of Changes
0.1	Integrity Risk Management	November 25, 2020	Initial version – Director approved with some edits; feedback mechanism to be incorporated into next iteration.
0.2	International Network	December 4, 2020	Initial version – Director approved with some edits; disposition comments added for next iteration.
1.0		December 7, 2020	Final version implemented with ATIP Exemption clause added.

## Approvals

### Business Owner

<b>Name and Title:</b>	Andie DaPonte, Director
<b>Business Unit/Branch:</b>	Optimization & Modernization Division, International Network
<b>Signature:</b>	<i>e-approval</i>
<b>Date:</b>	December 4, 2020

### Governance

<b>Name and Title:</b>	Nicole Adwokat, Director
<b>Business Unit/Branch:</b>	TR Integrity Management Authority Division, Integrity Risk Management
<b>Signature:</b>	<i>e-approval</i>
<b>Date:</b>	November 25, 2020

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**Overview**

**Objective**

**Purpose**

**Expected Outcome**

**Roles and Responsibilities of Stakeholders**

Information disclosed under the Access to Information Act  
L'information divulguée en vertu de la loi sur l'accès à l'information

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s.21(1)(d)

## Integrity Risk Management (IRM)

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## International Network (IN)

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## Risk Assessment Officers (RAOs):

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s.21(1)(d)

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**IRCC Officers (IN, CN, DN):**

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**Indicator Management**



Indicator Quality Assurance

Indicator

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s.21(1)(a)  
s.21(1)(b)  
s.21(1)(d)

s.16(1)(b)

s.16(2)(c)

s.21(1)(a)

s.21(1)(b)

s.21(1)(d)

Figure 1 – Process Flow

